Department of Tourism, Culture and Heritage

Annual Accountability Report
For The Fiscal Year
2004-2005

106-06158/

Table of Contents

		Page
1.	**Accountability Statement**	3
2.	**Message From The Minister**	4
3.	**Introduction**	5
4.	**Department Progress and Accomplishments**	
	Core Business -Economic Growth	8
	Core Business -Stewardship	17
	Core Business -Governance/Accountability	26
5.	**Financial Results**	35
6.	**Performance Measures**	36
7.	**Supplemental Information and Appendices**	
	Nova Scotia Tourism Industry Facts	47

1. Accountability Statement

The accountability report of the Department of Tourism, Culture and Heritage for the year ended March 31, 2005, is prepared pursuant to the Provincial Finance Act and government policy and guidelines. These authorities require the reporting of outcomes against Tourism, Culture and Heritage's business plan information for the fiscal year 2004-05. The reporting of Tourism, Culture and Heritage's outcomes necessarily includes estimates, judgements and opinions by department management.

We acknowledge this accountability report is the responsibility of department management. The report represents, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in Tourism, Culture and Heritage's business plan for the year.

Minister _____ Deputy Minister _____

Honourable Rodney MacDonald Kelliann Dean

2. Message from the Minister

I am pleased to take this opportunity to report on the Department of Tourism, Culture and Heritage for the fiscal year 2004-2005.

Our department's 2004-2005 mission was to champion the development, preservation and promotion of tourism, culture and heritage to stimulate economic growth and provide for stewardship of our natural and cultural heritage for the benefit of all Nova Scotians. To support that mission, the department's budget for the 2004-2005 fiscal year was set at $41.5 million.

Our department employs staff who deliver a broad range of programs and services in support of tourism, culture and heritage. Located in communities throughout the province, staff serve an extensive client base that includes visitors, the general public, community groups, municipalities, heritage groups, tourism and cultural organizations.

Our service is shaped by the recognition that Nova Scotia's beautiful landscape, diverse cultures and rich heritage add tremendous value to our quality of life. These attributes position Nova Scotia as a great place to live and as a world-class destination for Canadian and international travelers.

Highlights of the department's accomplishments in 2004-2005 include:

- Secured new operating contract for Bluenose II.
- Registered 178 heritage properties under the Heritage Properties Initiative.
- Continued to preserve and promote Gaelic language and culture.
- Launched seven major online archival exhibits and resources, attracting 780,000 visitors to the Archives website, up 92% from 2003-2004.
- Hosted successful Federal/Provincial/Territorial meeting in Halifax of ministers responsible for culture and heritage.
- Invested in 67 projects under the province's new music industry strategy.
- Invested an additional $10 million in tourism product development, marketing, and regional tourism initiatives.
- Launched major tourism campaigns in Quebec, New England, Ontario and Atlantic Canada.
- Launched revitalized Occupational Health & Safety program and hired a dedicated OH&S professional.

The resulting activities reflect the government's commitment to growing the economic and social significance of our tourism, culture and heritage sectors in support of a healthy, prosperous Nova Scotia.

3. Introduction

This report describes the performance of the Department of Tourism, Culture and Heritage by detailing the achievements of the Department, and the performance targets used to measure the department's success. The Department's 2004-2005 Business Plan can be used as a source of comparison against this report.

This report is divided into sections that outline the department's progress and accomplishments, financial results and outcome measures. Supplementary information outlining tourism industry facts is also attached. Specific highlights from the Department's Tourism, Culture and Heritage Divisions and Nova Scotia Archives and Records Management include:

Tourism Division

- In 2004-2005 the Department's efforts helped support growth in provincial tourism receipts reach $1.31 billion ($826 million in export revenues were generated by non-resident visitors to Nova Scotia). The tourism sector provided employment for 24,500 direct and 9,300 indirect jobs in Nova Scotia and generated $122 million in provincial and municipal taxes.

- A $4.2 million provincial investment in tourism media advertising for the 2004 marketing campaign generated $87 million in ad-generated export revenues. Generated $42 million in travel-related publicity for Nova Scotia with a circulation of 131 million in travel related articles featuring Nova Scotia.

- Secured $15 million in new provincial dollars, of which $10 million was invested to enhance investments in product development, marketing, and regional tourism initiatives.

- Developed and launched the Tourism Destination Area initiative in December 2004, a community-led tourism development tool kit designed to build community capacity and act as a catalyst to grow tourism at the local and regional level.

- Through our Tourism Development Investment Program, invested $460,711 in 34 Market Readiness and Product Development and Enhancement projects with an estimated total project cost of $3 million.

Culture Division

- Implemented new programs to support Nova Scotia's first music strategy in consultation with the Music Industry Association of Nova Scotia (MIANS). The two programs represent an investment of $750,000 in Nova Scotia's music industry.

- Launched "Bringing it home! Nova Scotia Music on Tour", a mid-winter festival, designed to foster new income generating opportunities for Nova Scotia's music industry. The festival combines culture and tourism and is administered by the Music Industry Association of Nova Scotia (MIANS). The festival paired emerging artists with established artists, and included more than 60 performances in both rural and urban venues in all 18 Nova Scotia counties. It brought a talented array of artists representing a wide range of musical styles and flavours, from blues, rock, Celtic and urban to Acadian, folk and classical between March 25 and May 1, 2004.

- The Cultural Industries Program invested $474,780 in 85 projects, leveraging $4,420,940 of industry investment

- A Gaelic Cultural Officer was hired and an office in Cape Breton opened in August 2004. The Gaelic Activities Program was developed and launched in October 2004.

- Hosted a meeting of the Federal, Provincial and Territorial Ministers responsible for Culture and Heritage in October 2004.

Heritage Division

- Engaged the Federation of Nova Scotian Heritage, representing the heritage sector, as a partner in the development of a provincial heritage strategy. Voluntary Planning was enlisted to facilitate the public consultation process, key to the development of the strategy.

- Provided a broad range of interpretive experiences to Nova Scotians and visitors alike through the Nova Scotia Museum that highlighted Nova Scotia's natural and cultural heritage. These ranged from traditional exhibits to cutting edge web based experiences. Examples of exhibits and activities included: Dinosaurs - Big, Bad, They're Back, Monkey Business, Masters of the Sea in partnership with the Art Gallery of Nova Scotia, and Courage to Remember in partnership with the Atlantic Jewish Council.

- Participated with community partners to promote Joggins as a candidate for UNESCO world heritage site designation.

- Began a multi-year initiative to examine the potential of expanding the maritime Museum of the Atlantic site into a truly significant heritage tourism attraction on the Halifax waterfront. A contract was awarded to conduct the feasibility study.

Nova Scotia Archives and Records Management (NSARM)

- Converted four additional archival storage vaults to high-density mobile shelving, increasing their capacity by more than 300%, from 6,300 square feet of static shelving to 19,900 square feet of mobile shelving.

- NSARM completed and launched new online archival resources. Examples included: 'African Nova Scotians in the Age of Slavery and Abolition' (searchable database/virtual exhibit/resource guide); 'Acadian Heartland: The Records of British Government at Annapolis Royal, 1713-1749' (searchable database/digitized holdings) and 'Gaelic Resources/Goireasan Gàidhlig' (virtual exhibit/resource guide).

- Rehoused 1,316 boxes of archival material in archival quality folders and boxes, greatly improving preventive conservation of NSARM's archival holdings.

4. Department Progress and Accomplishments

Tourism, Culture and Heritage priorities and accomplishments in 2004-2005 were directed at achieving the mission and goals of the department. Our 2004-2005 mission was "*to champion the development, preservation and promotion of tourism, culture and heritage to stimulate economic growth, for the benefit of all Nova Scotians.*" The strategic goals included:

Economic Growth - Develop the economic and export potential of Nova Scotia's tourism, culture and heritage sectors.

Stewardship - Preserve, promote, interpret and develop Nova Scotia's diverse cultural resources and natural and cultural heritage.

Governance/Accountability- Deliver professional services and corporate support to government and the department to facilitate accountability and good governance.

The 2004-2005 priorities and accomplishments are described under each of the three core business areas in the 2004-2005 Business Plan as follows:

F.1 Core Business - ECONOMIC GROWTH: Develop the economic and export potential of Nova Scotia's tourism, culture and heritage sectors.

F.1.1 Tourism Planning and Implementation:

Nova Scotia's tourism industry is led by an innovative partnership between the department and the private sector - the Nova Scotia Tourism Partnership Council (TPC). Each year, the Council and the department collaborate to develop an Annual Tourism Plan which identifies strategic provincial priorities in research, marketing, sales, and product development. The Annual Tourism Plan is the signature plan that guides the department's efforts in meeting the goals and objectives of the 2002 industry-wide *Tourism Vision* of doubling tourism revenues by the year 2012.

2004-2005 Business Plan priorities were aimed at building greater prosperity and increasing Nova Scotia's competitiveness as a premier seacoast tourism destination in our core markets. Our core markets account for 87% of non-resident visitation to Nova Scotia and include Atlantic Canada, Ontario, Quebec, North Eastern United States, and Europe. Priorities were built upon strategic analysis of market conditions and product research that aligns Nova Scotia's product strengths (e.g., outstanding scenery, outdoor and nature experiences, authentic maritime culture, rich culture and heritage) with market needs and interests. The very characteristics that make Nova Scotia appealing to visitors - our pride of place, seacoast identity, scenic landscapes, cultural fabric, living traditions, authentic and important history, and richness of people - are rooted in the things Nova Scotians value.

In 2004-2005 the Department's efforts helped support growth in provincial tourism receipts to $1.31 billion, employment for 33,900 direct and indirect jobs in Nova Scotia and $122 million in provincial and municipal taxes. Sixty-three percent of provincial tourism revenues ($826 million) are export revenues generated by non-resident visitors to Nova Scotia. Specific actions / priorities for 2004-2005 included:

(i) Tourism Vision

Tourism Vision Team - Partner on the Tourism Vision Team (TVT) - a collaboration between the Department, the Tourism Industry Association of Nova Scotia, and the Tourism Partnership Council. In partnership with stakeholders the department will assist in implementing Vision Recommendations.

Implement Tourism Vision Recommendations - The department will lead the implementation of two Vision Recommendations; enhancing and communicating Nova Scotia's Brand, and developing a long-term integrated research plan. Implementation of these two recommendations will lead to significant change and will contribute to the vision of doubling tourism revenues by 2012. The department will also support the Tourism Partnership Council's product development efforts to enhance Tourism Destination Areas and signature tourism attractions ("Star Generators") in Nova Scotia.

Accomplishments

- The department worked closely with the Tourism Vision Team to champion the Vision and guide the implementation of the 11 Vision recommendations. Since 2002, the Tourism Vision Team has been laying solid groundwork for advancing the Vision. The Tourism Vision Team oversees the vision work plan and will continue to build momentum for industry growth. Tri-party investment combined with funding from the Atlantic Canada Opportunities Agency has been secured for a 3-year period to assist Vision implementation and will allow for the staffing of a Vision Director in 2005/2006.

- The department collaborated with the Tourism Partnership Council in working with industry stakeholders to expand revenues, increase visitation, and encourage visitors to stay longer. Accomplishments include development and launching of the Tourism Destination Area initiative in December 2004, a community-led tourism development tool kit designed to build community capacity and act as a catalyst to grow tourism at the local and regional level. This initiative is being well received and is gaining momentum with approximately 15 communities throughout the Province. The department continues to support the development of "star generators" (major tourism attractions that can attract significant visitation to Nova Scotia) with industry stakeholders.

- The department and Council partnered on the creation and release of the Long-Term Marketing Plan, detailing how we will market Nova Scotia as a tourism destination over the next 3-5 years. Integrated in the Long-Term Marketing Plan are strategies to enhance

and communicate Nova Scotia's tourism brand and adopt a more formalized process to managing and disseminating tourism research - two of the Vision priorities being led by the department. The department also supported Vision priorities being led by the Tourism Partnership Council - E-Marketing and Performance-Based Marketing - through the development of the Long-Term Marketing Plan.

(ii) Implement 2004 Tourism Plan

Accomplishments

- Implemented the 2004 Tourism Plan in conjunction with the Tourism Partnership Council and industry. Significant achievements in 2004-2005 included securing $15 million in new provincial dollars to enhance investments in product development, marketing, partnerships and regional tourism initiatives. In support of the Tourism Plan, $10 million of this fund was invested in 2004-2005 through new and strengthened partnerships with industry.

- The $10 million incremental investment has also leveraged new investment from the private sector, communities, and other levels of government:
  - $3.34 million invested in product development has leveraged an estimated $14.6 million in new and enhanced product development initiatives throughout the Province to date.
  - $2.55 million invested in regional tourism initiatives (RTIAS), enhanced marketing in Europe and the Northeast US, and the 2004 Boston Tree promotion has leveraged an additional $1.9 million to date, much of which will go to enhance Nova Scotia's tourism message in core markets.
  - The $4.11 million investment in marketing leveraged an additional $1 million for marketing in Ontario and Quebec.

- The department will continue to monitor and evaluate the success of these investments in 2005/2006. A further $5 million is committed for 2007/2008 based on identified targets.

- In December 2004 the Province announced the formation of a Minister's Task Force on Tourism. The task force will work to encourage collaboration and provincial investment in tourism and support the implementation of strategic priorities.

- Other significant 2004 Tourism Plan achievements include:

  a) Long-term Marketing Plan

  - Under the auspices of the Tourism Partnership Council Marketing Committee, developed and launched the Long-term Marketing Plan. The plan includes nine strategic priorities and will play a key role in increasing the value of tourism by addressing longer-term marketing issues including research, branding,

performance-based marketing, e-marketing, visitor information servicing, communications, sales, partnerships, and travel trade marketing. A Research Manager position will be put in place in 2005/2006 which will significantly advance and direct the department's research program.

b) Implement Marketing Campaigns

- Tourism marketing in Nova Scotia continues to demonstrate a positive return on investment (ROI). To deliver the 2004 marketing campaign, the Department invested $4.2 million in tourism media advertising which generated $87 million in ad-generated export revenues. Every $1 invested by the province in tourism marketing generates a return on investment of $2.96 in provincial taxes alone, in the same year.

- Partnered with Tourism Atlantic via the Tourism Atlantic Marketing Initiative (TAMI) to increase Nova Scotia's marketing presence in Ontario and Quebec by $870,000. In addition to marketing, this allowed for a successful Nova Scotia promotional effort at the Toronto Travel and Leisure Show which involved 32 industry partners.

- Through a $1.5 million contribution from the Atlantic Canada Tourism Partnership, implemented year 2 of a 3 year agreement to expand the Nova Scotia tourism brand in the Northeastern US, and expand the Atlantic Canada brand in overseas markets including the UK, Germany, and Japan.

- The department supported marketing partnerships with the travel trade (tour operators and wholesalers) in core markets, as well as continued partnerships with the private and public sector through the Atlantic Canada Tourism Partnership to promote the Nova Scotia Tourism Brand.

- To deliver the marketing component of the new strategic investment fund, the department launched the 2005 marketing campaign in the first quarter of 2005 which included, for the first time, major NS-branded TV campaigns in Quebec and New England, along with enhanced TV advertising in Ontario and Atlantic Canada. This enhanced marketing campaign is demonstrating positive early results for the 2005 campaign with substantial increases in awareness and a 33% increase in advertising-generated inquiries year to date (October 2005). The campaigns consisted of integrated direct-to-consumer communications via a range of media channels (broadcast advertising, e-marketing, print ads, collateral, and point-of-sale materials) and promotions, consistent with Nova Scotia's tourism brand positioning. This program activity will continue into 2005/2006, building upon enhanced marketing plans including a new strategy targeting the North Eastern US market.

c) Novascotia.com Enhancements

- To support the growth in demand for on-line tourism information on Nova Scotia, strategic efforts focused on redesigning Nova Scotia's official tourism website - **www.novascotia.com**. The revamped site, featuring a new look, easier navigation, enhanced search capabilities, richer product-specific information, and new on-line partner packages was launched in March 2005. Enhanced e-marketing programs were also developed to increase consumer awareness of Nova Scotia, drive web traffic to Novascotia.com, and provide enhanced promotion of tourism icons. On-line content will continue to be enhanced in 2005/2006.

d) Expand Experienced-Based Product Development

- Tourism Development Investment Program: In response to investment program objectives, the department invested $460,711 in 34 Market Readiness and Product Development and Enhancement projects with an estimated total project cost of $3 million.

- The department invested an additional $3.34 million to enhance tourism products and experiences in 2004-2005 including significant investments in Peggy's Cove, the Cabot Trail, and over $1 million to support the Joggins Fossil Cliffs' bid for UNESCO World Heritage Site designation.

- Focused product development efforts to build the off-season through the completion of assessments and infrastructure investments to build snowmobiling and birding products.

- Hosted the second annual Product Development Day workshop, attracting 140 tourism operators, regional tourism industry associations and other industry stakeholders. The workshop assisted industry in identifying business opportunities and developing off-season tourism products and experiences.

- Continued the development of an inventory of current Nova Scotia travel experiences and identified best practices for experiential tourism providers.

- Continued capital investments and improvements to the Signature Resorts, including the construction of new stand-alone spas at the Keltic Lodge and Digby Pines Golf Resort scheduled to open Summer 2005.

- Quality Assurance: As per the requirements of the Tourist Accommodation Act and Regulations, the department inspected and licensed 1,255 fixed-roof accommodations and 130 campgrounds in the 2004-2005 fiscal year.

e) Develop Group Tour and Travel Growth Strategy

- A Strategy for Growth in the Nova Scotia Tour and Travel Sector has been developed and is supported by the Tourism Partnership Council. Year one of the three-year strategy was implemented in 2004/05. A key component of the strategy included the Department's investment of over $300,000 in partnerships with tour operators and transportation providers, including European airlines. A number of promotional opportunities were held to support awareness of and visitation to Nova Scotia. These promotions included a media and tour operator event in conjunction with the Boston Tree Lighting, a Nova Scotia luncheon at Atlantic Canada Showcase and a Nova Scotia tour operator event in the U.K. A new travel trade microsite was developed on novascotia.com to support increased communications with the travel trade channel and promotion of Nova Scotia's experiential products. The Department continues to work with partners, our tourism destination areas and tourism industry stakeholders to identify new partnership and promotional opportunities for Nova Scotia through the travel trade channel.

f) Implement Enhanced Travel Media Program:

- Through implementation of the enhanced travel media program, sales activities directed at travel media in key markets resulted in the generation of $42 million in travel-related publicity for Nova Scotia with circulation of 131 million in travel related articles featuring Nova Scotia. This represents an increase of 31% in publicity value and 23% in circulation from 2003 levels.

- Stand alone Nova Scotia travel media events were held in Toronto, Montreal and Boston. Sales calls were made in New York City and Boston, and key media marketplaces were attended in Montreal, Los Angeles and Chicago.

- Group familiarization press trips showcasing Nova Scotia's tourism products were expanded and included groups from Montreal, Germany, England, and the northern US.

- Two travel "featurettes" were produced for the developing niche markets of cuisine and birding. In addition, editorial support was provided to the CTC overseas direct mail campaigns and Nova Scotia's Guest Service Agents in Europe to enhance brand awareness.

- A new travel media microsite was developed on novascotia.com to provide expanded on-line travel media content. A post-card campaign was implemented to drive editorial traffic to the website which resulted in 27,000 website hits.

g) Implement Year 1 of Acadia Tourism Strategy

- An Acadian Advisory Council was created to carry out the Acadian Tourism Strategy in collaboration with the department. In partnership with the Acadian Community, the department implemented year 1 of the strategy. This included providing support for various living history initiatives at historic sites, museums, and communities to enhance Acadian cultural heritage products and experiences. The 2004 Congrès mondial acadien was successfully integrated within the Department's marketing and product development plans and programs. In particular, Acadian images and vignettes were featured in the 2004 English and French Doers and Dreamers guide and the Festivals and Events guide.

- The Department invested over $200,000 in partnerships with various community groups to support the planning, development and promotion of the Port Royal 400th Anniversary Celebrations, as part of a three-year funding commitment by the Province beginning in 2002. The Department continues to support community groups organizing and promoting activities to celebrate the 400th anniversary of French exploration and settlement in Nova Scotia in 2005.

(iii) Develop 2005 Tourism Plan

Accomplishments

- The department, in partnership with the Tourism Partnership Council and industry, led the creation of the 2005 Tourism Plan, which sets out strategic priorities and growth targets for 2005. The 2005 Tourism Plan was launched with partners at the fall Tourism Conference in December 2004. Highlights of the 2005 Tourism Plan include building Nova Scotia's tourism brand, destination development, industry development and enhancement, making the sale, and continued research and evaluation of programs.

(iv) Support Brand Nova Scotia Initiative

Accomplishments

- In support of the Government of Nova Scotia's multi-year commitment to Brand Nova Scotia the department continued its work with the Office of Economic Development to identify branding opportunities that leverage the tourism, culture and heritage sectors. The Nova Scotia Brand Come To Life, launched in March 2005, was immediately integrated into strategic marketing efforts of the Department including novascotia.com.

F.1.2 Promote Cultural Industries: As a foundation sector in Nova Scotia' Economic Growth Strategy, culture is an important economic stimulus for the province. Culture also plays a significant role in society's identity, values and development, with emerging theories about the value of creativity and innovation to a successful society. To help the sector make significant inroads into national and international markets, the department will work with cultural industry partners on several growth initiatives to build greater prosperity. Specific actions/priorities for 2004-2005 included:

(i) Implement new programs in support of Nova Scotia's first music strategy in consultation with the Music Industry Association of Nova Scotia (MIANS). An annual $750,000 investment will be directed to helping businesses make inroads into export markets and enhance skills in keeping with provincial efforts to encourage economic growth, competitiveness and prosperity.

Accomplishments

- Two new music programs were launched in October 2004. These programs were developed in conjunction with the Music Industry Association of Nova Scotia (MIANS) Formal public consultations were undertaken during the period for additional sector input.

- The first of these two programs is a $375,000 Export Development Program for Music, administered by the Music Industry Association of Nova Scotia (MIANS). This program is focused on marketing and touring support for artists and business professionals. In 2004-2005 $265,808 was allocated to 60 projects and leveraged $754,325. The second program is valued at $375,000. It is administered by the department and accepts applications from emerging businesses in the industry. It is designed to encourage musicians into the industry and focuses on their establishment through artist-manager relationships and enhancing music business skills. Approximately $100,000 was invested in artists, $150,000 was invested in "Bringing it Home! Nova Scotia Music on Tour." The remainder was invested in various industry development projects (ie. Nova Scotia Music Week, the ECMA). Both programs have a cost-shared component from applicants, leveraging private sector investment.

- Nova Scotia played host to the East Coast Music Awards in Sydney in February 2005.

- The Department played a lead role in securing the rights to host the Juno Awards in Halifax in April 2006 and invested $225,300 in preparation costs. These awards celebrate the leaders in the Canadian music industry.

(ii) Develop and enhance "Bringing it home! Nova Scotia Music on Tour", designed to foster new income generating opportunities for Nova Scotia's music industry and provide an outlet for Nova Scotia creators to develop audience appeal and support.

Accomplishments

- This mid-winter festival combines culture and tourism and is administered by the Music Industry Association of Nova Scotia (MIANS). The March 2005 version was the second annual. The festival paired emerging artists with established artists, and included more than 60 performances in both rural and urban venues in all 18 Nova Scotia counties. Ticket sales increased over 90% from the 2003-04 tour and merchandise sales increased over 65% for the same period, with two sold out venues.

(iii) Lead government's efforts to invest in Nova Scotia book publishers in keeping with the government's corporate commitment and in response to an industry growth proposal developed by the Nova Scotia Book Publishers Group.

Accomplishments

- The department worked with the Nova Scotia book publishing industry to introduce a new investment program and is investing an additional $50,000 to bolster the program's introduction.

(iv) Support market development initiatives in partnership with other cultural industry sub-sectors through the division's Industry Growth Program, including facilitating and investing in efforts to promote Nova Scotia theatres, crafts and visual arts.

Accomplishments

- The Industries Program invested $474,780 in 85 projects, leveraging $4,420,940 of industry investment.

- Projects focused on the development of new markets including New York, Chicago, Philadelphia and Los Angeles.

- Organizations such as the Visual Arts Nova Scotia received support to focus on market-readiness while others such as the Inverness County Centre for the Arts managed activities that focused on bringing the work of Cape Breton visual artists to New York.

- Building on work that had been done in previous years, the department worked closely with organizations on market intelligence-gathering missions including Chicago, Boston and Philadelphia. Nova Scotia artists have since exhibited at international shows in these cities.

- Investment was also provided to seven music industry professionals and three craft producers to participate in the July provincial trade mission to Los Angeles.

- Performing arts presenters in Nova Scotia undertook training sessions on the management

of their venues.

(v) Enter into a management agreement with the Nova Scotia Designer Crafts Council, to oversee facilities and cover services provided by the Nova Scotia Centre for Craft and Design.

Accomplishments

- A management agreement was finalized with the Nova Scotia Designer Crafts Council which now operates the NS Centre for Craft and Design and the Mary E. Black Gallery on behalf of the department.

- Potential new locations for the NS Centre for Craft and Design are being investigated.

F.2 Core Business -STEWARDSHIP: Preserve, promote, interpret, and develop Nova Scotia's diverse cultural resources and natural and cultural heritage.

F.2.1 Promote Community Cultural Development: Cultural activities play a significant role in community life, reflecting identity and values, and contributing to community development and personal well-being. The department's investments create opportunities for personal fulfillment and learning, social interaction and economic diversity. The department will continue to strengthen the presence of cultural activities in communities across Nova Scotia and increase the opportunities all Nova Scotians have to share in our cultural resources and participate in community cultural life. Specific actions / priorities for 2004-2005 included:

(i) Conduct a symposium on community cultural development organized by partnership with community arts councils to help build their capacity to work as a network.

Accomplishments

- A two day symposium for community arts councils was held in Debert in October 2004 and was attended by eight arts councils.

(ii) Develop a framework for funding artists-in-schools programs, through consultation with community stakeholders, which is in keeping with the Government's "Learning is succeeding" priority.

Accomplishments

- This initiative is being considered as part of the Nova Scotia Arts & Culture Partnership Council's sector development plan.

(iii) Develop an inventory (including asset value) of Nova Scotia's cultural facilities and organizations with a view to identifying needs and opportunities. This will include a focus on

enhancing data management capacity.

Accomplishments

- This action was deferred pending the results of an information forum consisting of Federal, Provincial, and Territorial (FPT) Ministers responsible for Culture and Heritage. Consideration is being given to a national study.

(iv) Prepare a three-year action plan for the government's partnership in the development of Gaelic cultural resources in Nova Scotia in response to the community's strategic priorities. Develop a three-year joint plan for the implementation of the Memorandum of Understanding (MOU) and the Highland Council in Scotland to encourage development of community to community links between Nova Scotia and the Highlands of Scotland with particular focus initially on development of educational Gaelic festivals (feis) and language education.

Accomplishments

- A Gaelic Cultural Officer was hired and an office in Cape Breton opened in August 2004. This officer works closely with Comhairle na Gàidhlig and local Féis groups. The Gaelic Activities Program was developed and launched in October 2004.

- The department has fostered connections to Scotland under its Memorandum of Understanding between the Province of Nova Scotia and the Scottish Highland Council. More than 20 participants attended a MOU planning session Port Hawkesbury on March 22, 2005.

- In cooperation with the Department of Education, a Summer Institute for Gaelic teachers was held in Mabou in July 2004 and featured a Gaelic educator from the Highland region.

- Staff from the Department and representatives from Nova Scotia's Gaelic community visited the Highland region in October 2004. During this visit priorities for MOU projects were reviewed with representatives of the Scottish Highland Council.

F.2.2 Promote Multiculturalism: The department will continue to work towards the development and implementation of a government strategy in support of multiculturalism in partnership with stakeholders. Specific actions / priorities for 2004-2005 included:

(i) In partnership with the Department of Education, Office of Economic Development and Intergovernmental Affairs develop an Immigration Strategy for Nova Scotia.

Accomplishments

- Staff actively participated on the interdepartmental committee that developed the Immigration Strategy. The strategy was released to the public in January 2005.

(ii) Facilitate the development and implementation of a government strategy in support of multiculturalism in partnership with stakeholders. An inter-departmental forum will focus on the processes needed to:

- Share information
- Identify community needs/priorities with respect to policies, programs and services
- Build consensus on actions government can take in support of multiculturalism
- Identify resources and implementation implications.

Accomplishments

- The inter-departmental forum completed the draft multiculturalism policy which was presented senior management of a number of departments for feedback in order to identify implementation implications and determine resources that will be required for implementing this policy.

- The department maintained relations and shared information with the community stakeholders on the progress of policy development.

F.2.3 Province Wide Heritage Strategy: Undertake the development of a province wide heritage strategy to develop approaches that ensure what Nova Scotians value is protected for future generations.

Accomplishments

- Engaged the Federation of Nova Scotian Heritage, representing the heritage sector, as a partner for the initiative.

- Enlisted Voluntary Planning to facilitate the public consultation process, key to the development of the strategy.

Specific actions / priorities for 2004-2005 included:

(i) Develop a comprehensive marketing and communications plan in partnership with the Tourism and Culture divisions. This plan will look at marketing from a provincial perspective.

Accomplishments

- Developed a comprehensive marketing plan with input from across the department. This included a number of projects, such as updating the Nova Scotia Museum website and the

consolidation of publication storage. The plan will be adjusted as the heritage strategy unfolds.

- Formed a communications working group to begin to develop an internal, division communications plan. It is expected the plan will be expanded to include an external component linked to the division marketing plan once the provincial heritage strategy is in place.

(ii) Identify what is significant to Nova Scotians in relation to the heritage sector: Nova Scotia Museum; community museums; built heritage; special places and other heritage resources.

Accomplishments

- This initiative will be included in the provincial Heritage Strategy.

(iii) Develop a strategy for interpretive renewal of stories important to Nova Scotians, focusing on the Nova Scotia Museum, community museums, and other heritage resources.

Accomplishments

- This initiative will be included in the provincial Heritage Strategy.

(iv) Define opportunities for heritage product development by collaborating with the Tourism and Culture divisions.

Accomplishments

- Identified opportunities for heritage product development with collaboration from across the department by participating in the annual product development seminar hosted by the Tourism Division. In addition, the Culture Division contributed content to the tourism visitor exit survey to assist in determining product that would be of interest to visitors.

F.2.4 Enhance Access to Nova Scotia's Heritage: In support of stewardship of the rich heritage resources valued by Nova Scotians, the department makes these resources available to a wide and diverse audience and is committed to significantly expanding and enhancing online and onsite public access to them.

Accomplishments

Provided a broad range of interpretive experiences to Nova Scotians and visitors alike through the Nova Scotia Museum that highlighted Nova Scotia's natural and cultural heritage. These

ranged from traditional exhibits to cutting edge web based experiences. The Nova Scotia Museum was accessed by both people physically visiting the museum, in addition to "virtual" visitors.

Exhibits and activities included:

- Charting the Waters
- Masters of the Sea in partnership with the Art Gallery of Nova Scotia
- Courage to Remember in partnership with the Atlantic Jewish Council
- Virtual Maritime Museum of the Atlantic, Expo 2005
- Dinosaurs - Big, Bad, They're Back
- Monkey Business

Specific actions / priorities for 2004-2005 included:

(i) Expand online public access to archival resources at NSARM through the creation of significant Web-based products.

Accomplishments

- NSARM completed and launched the following online archival resources:
  - 'African Nova Scotians in the Age of Slavery and Abolition' (searchable database/virtual exhibit/resource guide); launched June 2004.
  - 'Acadian Heartland: The Records of British Government at Annapolis Royal, 1713-1749' (searchable database/digitized holdings).
  - 'Gaelic Resources/Goireasan Gàidhlig' (virtual exhibit/resource guide).
  - 'Brigs and Barques: Images and Artwork from the Age of Sail'; 'William E. DeGarthe, Marine Artist'; 'Schooners: Workhorses of the Sea'(3 virtual exhibits within 'Nova Scotia and the Sea' mega-project, scheduled for completion 30 June 2005).
  - 'Clara Dennis: The Quest for the Soul of Nova Scotia' (virtual exhibit).
  - 'RMS *Titanic*: List of Bodies and Disposition of Same' (searchable database/virtual exhibit).

(ii) Assist the Council of Nova Scotia Archives in producing a virtual exhibit and resource guide on the Acadian Experience in Nova Scotia.

Accomplishments

- NSARM collaborated with the Council of Nova Scotia Archives on a submission to the Office of Acadian Affairs for the 'Acadian Heartland' product; This initiative was expanded to include two additional value-added products:
  - 'This is Our Home: Acadians of Nova Scotia'(virtual exhibit)
  - 'Acadian Genealogical Resources' (resource guide).

(iii) Develop, in partnership with the board and staff of le Village historique acadian, an interpretation plan for the site, with an emphasis on expanding cultural history themes.

Accomplishments

- Staff of the Nova Scotia Museum began an initial review of existing interpretive potential and resources at le Village historique acadian. Particular emphasis was placed on the story of traditional wooden boat building, key to the economy of the community up to the 1920's. Staff also assisted in the interpretation of the lighthouse on site, and provided training sessions for interpreters.

(iv) Undertake 3 field projects to increase Nova Scotians' knowledge of the contribution Joggins, Debert, and MacKinnon's Brook make to our natural and cultural heritage. Focus on reconnaissance and geological surveys as part of the potential Special Places management plans of those sites.

Accomplishments

- Completed and continue to make efforts in various preliminary tasks at all three sites to gather information and data, and elicit community support for possible Special Places designation, including:
  - Plant surveys of all three sites.
  - Participation on committees re: Debert and Joggins sites, including steering committees, providing expert advice for the development of management plans.
  - Partnering with the Nova Scotia Nature Trust to gain landowner support for the possible designation of MacKinnon's Brook.

(v) Review and clarify the current publications policy at the Nova Scotia Museum. Describe when, why, and how publishing will be undertaken by the Museum, in concert with the mandate provided by the *Nova Scotia Museum Act.*

Accomplishments

- A draft publications policy was developed with input from staff of the Nova Scotia Museum. This policy seeks to address all aspects of publishing within the Nova Scotia Museum, and provides clear guidelines for the processes.

(vi) Work with partners to promote the Joggins Fossil Cliffs Protected site as a candidate for Canada's list of potential UNESCO Heritage Sites. Priorities include continued progression of a site development plan and the engagement of local landowners in support of the initiative.

Accomplishments

- Staff of the department worked on a number of committees with partners from the community to continue to promote Joggins as a candidate for UNESCO designation. These committees included:
  - Joggins Transition Team.
  - Joggins Operations Management and Governance Action Team.
  - Joggins Nomination Dossier Action Team.
  - Joggins Land Use and Zoning Action Team.

(vii) Undertake a concept study and detailed feasibility analysis to examine the potential of expanding the Maritime Museum of the Atlantic site. Consider public/private partnerships with key stakeholders including the Canadian Naval Heritage Foundation, Canadian Naval Memorial Trust, Waterfront Development Corporation, Halifax Regional Municipality, and private sector businesses.

Accomplishments

- Awarded the contract to conduct the concept study feasibility analysis to the Armour Group. Targeted focus sessions were held in late spring, with broader public consultations expected to follow.

(viii) Examine the feasibility of relocating the Museum of Natural History to a new site.

Accomplishments

- Completed preliminary research on the relocation of the Museum of Natural History. Results of the research were provided to senior management of the Heritage Division for consideration. Next steps will include discussions with the Halifax Port Authority and the Department of Transportation and Public Works to continue to develop a business case for the relocation.

F.2.5 Manage Nova Scotia's Heritage Resources: The department plays a key role in preserving the rich heritage resources valued by Nova Scotians. Consistent with its stewardship mandate, the department is committed to improving the management and preservation of these heritage resources, including archival holdings, museum collections and locally managed museum sites. Specific actions / priorities for 2004-2005 included:

(i) Expand archival-quality storage capacity in third year of a four-year tangible capital asset project at NSARM:

Accomplishments

- Converted four additional archival storage vaults to high-density mobile shelving, increasing their capacity by more than 300%, from 6300 square feet of static shelving to 19,900 square feet of mobile shelving.

(ii) Improve preventive conservation of archival holdings at NSARM through major rehousing project and preservation microfilming and digitization. Continue liaison with the Genealogical Society of Utah on their complimentary copying program:

Accomplishments

- Rehoused 1316 boxes of archival material in archival quality folders and boxes, greatly improving preventive conservation of NSARM's archival holdings.

- Received from the Genealogical Society of Utah (GSU) 146 complimentary reels of preservation quality microfilm of NSARM archival records of genealogical significance.

- Signed agreement with the GSU for complimentary digitization of 1 million vital statistics records, 750,000 records digitized, and electronic database index 25% completed.

(iii) Complete rationalization of artifact holdings between NSARM and Heritage Division, including completion of transfer of selected artifacts to the Heritage Division and provision by Heritage Division of advice on potential disposition of the remaining artifacts. Initiate rationalization of documentary art holdings between NSARM and Art Gallery of Nova Scotia.

Accomplishments

- Identified and transferred approximately 750 artifacts from the NSARM collection to the Heritage Division. The Museum of Industry, the Maritime Museum of the Atlantic, Heritage Promotion and Development, and the Collections Unit of the Nova Scotia Museum worked closely with staff of Nova Scotia Archives and Records Management to accomplish this. The role of the Heritage Division in this initiative is now complete. Transferred additional artifacts to other provincial or federal government agencies and to the Yarmouth County Museum.

- Identified documentary art for possible transfer from NSARM to the Art Gallery of Nova Scotia.

(iv) Continue to implement the Provincial Cooperative Acquisition Strategy in cooperation with other Council of Nova Scotia Archives (CNSA) institutional members:

Accomplishments

- Referred more than 40 potential donations of private sector records to more appropriate repositories.

- Received several transfers of records from the Maritime Museum of the Atlantic.

(v) Initiate rationalization of NSARM Newspaper Collection, utilizing the Provincial Cooperative Acquisition Strategy in cooperation with other CNSA institutional members:

Accomplishments

- Initiated project planning with phased implementation to occur over time.

(vi) Develop and implement site operating agreements that clarify roles, responsibilities, and expectations within the Nova Scotia Museum, particularly for locally managed museum sites.

Accomplishments

- Continued the development of site operating agreements. This included developing guidelines and standards to ensure the creation of a comprehensive, user-friendly document. Care was taken to include both department staff and locally managed museum site staff on the standards and guidelines teams. Several sets of standards and guidelines were incorporated into a draft agreement, which was moved forward for legal review.

(vii) Identify and prioritize core themes and sub-themes of the Maritime Museum of the Atlantic, including exploring options for expanded marine heritage products.

Accomplishments

- Formed a committee to review and prioritize core themes and sub-themes of the Maritime Museum of the Atlantic. The committee provided the results of its deliberations to the Queens Landing feasibility study consultant, the Armour Group, for consideration in the study.

(viii) Update the Shipwreck Database records and images at the Maritime Museum of the Atlantic

Accomplishments

- Updated the data base and provided the data base and images to Nova Scotia Archives and Records Management for inclusion in an on-line product, set for launch in 2005-06.

(ix) Continue work begun in 2003-2004 on the Collections Management Project, a multi-year effort coordinated by the Collections Management Working Group of the Nova Scotia Museum. The department will study the geology collection and storage of geology related artifacts. The study will lead to advice and information about the collection, including accessioning artifacts

and updates of inventory.

Accomplishments

- Completed a number of activities to support the Collections Management Project, including:
  - Participation of the Museum of Industry, the Maritime Museum of the Atlantic, and the Museum of Natural History in data upgrades.
  - Submitted an application for federal project funding to the Museum Assistance Program for inventories at six Nova Scotia Museum sites.
  - Completed inventories of geology, botany, zoology, marine, and industrial history collections.

F.3 Core Business -GOVERNANCE/ACCOUNTABILITY: Deliver professional services and corporate support to government and the department to facilitate accountability and good governance.

F.3.1 Improving and Extending Records Management and Archival Services to Government: Through Nova Scotia Archives and Records Management (NSARM), the department provides central agency records management and archival services to government in order to ensure the effective management of government records, facilitate responsible governance, and document government accountability and the rights of citizens. It is committed to extending and improving its integrated archives and records management program. Specific actions / priorities for 2004-2005 included:

(i) Assist departments in implementing the Corporate Records Management Policy.

Accomplishments

- Initiated comprehensive review of Policy compliance using a specialized Joint Assessment tool and developed Action Plans for improving compliance rates in most core government departments.
- Completed interim report to Minister March 31, 2005.
- Completed planning for extension of program in the next fiscal year.

(ii) Improve and rationalize Records Centre service delivery.

Accomplishments

- Extended and improved use of specialized software to improve operational effectiveness,

including reducing wait times for reference and retrieval services and disposition.

- Continued to implement phased cost recovery fees.

- Initiated physical reorganization of physical plant to improve and increase storage capacity through the planned transfer of archival holdings to the Public Archives site.

- Began to explore expansion of Records Centre space with Transportation and Public Works to increase capacity, cost avoidance and recoveries.

(iii) Assist departments and agencies in developing records management programs.

Accomplishments

- Provided regular advisory and consulting services to government departments, agencies and commissions, including the preparation and implementation of records schedules (STORs) recommended for approval by the Government Records Committee. Provided assistance with assessing and planning for the use of technology in records management functions.

(iv) Develop updated version of Standard for Administrative Records (STAR).

Accomplishments

- Completed final draft of an updated and streamlined Standard for Administrative Records (STAR) March 31, 2005.

(v) Assist departments with improving transfer of archival records to NSARM.

Accomplishments

- Transfer of 1 million vital statistics records from Service Nova Scotia and Municipal Relations.

- Archival review of 500 boxes of predecessor department records from Tourism, Culture and Heritage; transfer of archival records did not take place due to other operational requirements.

- Agreement with Public Prosecution Service for review and transfer of archival records after the Standard for Operational Records' (STOR) revision is complete.

F.3.2 Enhance Operational Effectiveness

Throughout 2004-2005 the department developed and implemented initiatives to enhance operational effectiveness through cross divisional support and cooperation. Strategies were developed to maximize accountability and to capitalize on best practices and lessons learned throughout the Department. Specific actions / priorities for 2004-2005 included:

(i) Develop a third party governance and accountability framework for use in managing relationships with agencies, boards, commissions and other partnership arrangements.

Accomplishments

- The department targeted its efforts in assisting the Art Gallery of Nova Scotia (AGNS) in development of an audit to examine better methods of governance, financial reporting and accountability and the human resources structure of the provincial gallery. AGNS is now working on each of the audit recommendations. Financial reporting mechanisms have been strengthened and recommendations are being pursued to enhance governance practices.

(ii) Conduct three evaluations of departmental investment funding programs using program evaluation frameworks that were developed in the previous fiscal year.

Accomplishments

- The Heritage Division identified the Community Museum Assistance Program for evaluation. A detailed request for proposals was developed, and subsequently posted in early spring 2005. A final report on the evaluation is expected in October 2005.

- The Culture Division identified the Industries Program for evaluation and a draft evaluation framework has been completed. Plans to adopt and implement the framework are being finalized.

- The Tourism Development Investment Program Evaluation framework was refined and implemented in late 2004-2005. This work included development of a new client-oriented final report mechanism to capture and evaluate product development investment results. The Department also commenced development of case studies to identify the long-term impacts of product development projects. This work will continue into 2005-2006.

(iii) Conduct an investment funding program best practices workshop designed to improve effectiveness and standardization of program practices and processes throughout the Department.

Accomplishments

- Completed an inventory of practices related to the Department's 21 investment programs. Practices inventoried included eligibility requirements, application deadlines, processing time-lines, assessment criteria, hold back provisions etc. The data collected was assessed and is being used to develop recommendations to enhance and standardize program practices and processes throughout the Department.

(iv) Support red tape reduction by providing more on-line access to departmental services and information. Implement changes to the *Tourist Accommodations Act* and Regulations and to promote better business practices, enter into a tourist accommodation licensing partnership arrangement with Service Nova Scotia & Municipal Affairs.

Accomplishments

- The Department established a partnership with Service Nova Scotia and Municipal Relations that has enabled the tourist accommodation licensing process to be streamlined for industry. Specifically, tourist accommodation applications and licenses are processed through the Nova Scotia Business Registry. The partnership has resulted in improved service to tourism operators, a more streamlined licensing process, reduced red tape and improved compliance rates. The partnership has also expanded government's one-window service offerings and improved efficiencies within government.

(v) Conduct a review of the Department's legislation.

- All of the Department's legislation was reviewed and prioritized based on the need for sector consultation and possible amendment if deemed necessary.

F.3.3 Information Management: The department will focus on the development of an Information Management Strategy that recognizes the important of effective management of information to corporate accountability and good governance. The department will raise the level of information management awareness and required skills through activities such as organization and training. The department will also continue to develop the model records management program for all government. Specific actions / priorities for 2004-2005 included:

(i) Continue the phased implementation of electronic records management (ERM) software and train staff on its use.

Accomplishments

- The vacant Records Analyst II position was filled in September to manage the Records Management Program. Orientation and systems administrators training was completed. In

addition, plans were finalized to proceed with the upgrade of the software early in the 2005-2006 fiscal year.

(ii) Develop departmental records management policies and procedures.

Accomplishments

- Draft guidelines were developed to support the Corporate Records Management Policy. Work continued with the development of procedures required to support the program.

(iii) Continue to implement the technology refresh plan to ensure that the department has sufficient technological capacity to continue to serve the public.

Accomplishments

- The Technology Refresh Strategy was successfully completed with the purchase of servers, desktops, laptops and networking to upgrade aging equipment. A large focus was put on locally and directly managed museums to ensure that the front line staff had adequate technology to serve the public.

(iv) Implement a multi-departmental investment tracking system to provide timely, client-focused service across the department's three sectors.

Accomplishments:

- The Community Investment Management System (CIMS) reports and administration functions were completed early in the fiscal year. The Tourism Division's Product Development Team successfully piloted the application. Plans were completed to implement in the Heritage and Culture Divisions for the 2005-2006 year.

F.3.4 Communications

Accomplishments:

- Issued 85 news releases; 42 corporate releases and 43 from the Nova Scotia Museum. More than 80 speeches were written for the Minister, Deputy Minister, Premier and other cabinet ministers and dignitaries.

- Provided support for the annual meeting of the federal-provincial-territorial ministers of culture and heritage held in Halifax in late October.

- Completed a survey of department staff which revealed the approval rating for internal communications had improved over the previous two years from 39% to 75%. The volunteer social committee organized five successful events.

- The department was one of the highest rated in government in the areas of communications and business plan knowledge as a result of a PSC survey.

F.3.5 Human Resources: To ensure the department continues to be a great place to work and to create an environment where employees feel valued and appreciated and where their contributions are recognized, the department continues to implement the HR Strategy, as defined in 2003-2004. Specific actions / priorities for 2004-2005 included:

(i) Complete performance management and targeted learning plans for employees.

Accomplishments

- Performance Management reviews for 2004-2005 were completed for all employees within the department. Learning plans were completed for over 50% of employees for 2004-2005.

- Performance Management training courses were delivered to enhance the effectiveness of the Performance Management System of the Department. Courses included: Performance Management Overview for managers and employees; Coaching for Performance Management for managers and supervisors; and Performance Planning Sessions for all employees.

(ii) Develop orientation and communication programs designed to support increased organizational/departmental awareness and understanding across all divisions.

Accomplishments

- An orientation program framework was piloted with a selection of new employees to the Department.

- An orientation program for Visitor Information Centre (VIC) and Maritime Museum of the Atlantic (MMA) seasonal staff was developed in partnership with the Nova Scotia Community College (NSCC).

- A comprehensive staff Pay and Benefits Orientation package for permanent and casual new employees has been implemented.

- The Education Human Resources CSU coordinated 'Meet and Greet' sessions with all divisions within the Department to increase awareness of Human Resources roles and responsibilities.

(iii) Complete an employee survey which asks employees to consider various wellness issues in order to create a baseline measure for wellness activity within the department.

Accomplishments

- This priority placed on hold to ensure alignment with the Public Service Commission (PSC) HR Plan and government-wide Employee Survey results for 2004.

(iv) Create links between the Human Resources strategy and the department's 'Organizational Effectiveness' initiative to allow for continual reassessment of priorities to most accurately meet the department's ongoing human resources needs.

Accomplishments

- Ensured alignment of Multi-Year HR Strategy priorities to the Public Service Commission's (PSC) HR Plan.

- HR and Executive team reassessed Muli-Year HR Strategy to determine priorities collaboratively for 2005-2006.

- Internal training and development calendar was created based on identified needs. Courses included: Financial Management, Enhanced Writing (pilot), Facilitation 1, Performance Management and Stepping up to Supervision.

- Change Management Development Plan developed and implemented to support the recent restructure of the Heritage Division.

- Education HRCSU worked successfully with the Heritage Division and Nova Scotia Archives and Records Management (NSARM) on the creation of divisional training plans.

(v) Work in partnership with employees and their representatives, through the Internal Responsibility System, to develop and implement measures in order to minimize risk of occupational injury and illness in the workplace.

Accomplishments:

- Occupational Healthy & Safety Consultant retained.

- Occupational Health & Safety assessment completed.

- Occupational Health & Safety Training and Development Matrix developed

F.3.6 Strengthen regional and national links in support of the tourism, culture and heritage sectors.

Specific actions / priorities for 2004-2005 included:

(i) Host a meeting of Federal, Provincial and Territorial Ministers responsible for Culture and Heritage in 2004 and work with regional partners to develop a framework designed to support a pan-Atlantic cultural activities framework.

Accomplishments

- Hosted a meeting of the Federal, Provincial and Territorial Ministers responsible for Culture and Heritage in October 2004. A number of topics were discussed during the day-long sessions held in Halifax, including endorsement for the "Tomorrow Starts Today" program. Links were forged with counterparts from across the country. As hosts of this very successful meeting the department coordinated all logistical requirements, working closely with the Department of Canadian Heritage and the Canadian Intergovernmental Conference Secretariat.

- Staff continue to service on two of the FPT Cultural Tourism initiative's Sub-Committees

- Staff met with regional Atlantic counterparts to discuss areas of mutual benefits and concerns

(ii) Participate in the Federal, Provincial and Territorial Ministers forum responsible for Tourism to influence national policies on economic growth in support of Nova Scotia's tourism sector.

Accomplishments

- The Department participated in the Federal, Provincial, Territorial Ministers forum responsible for Tourism to influence national tourism policies in support of Nova Scotia's tourism sector.

(iii) Work with provincial stakeholders to determine the Province's role, in the Federal Government's Lighthouse Divestiture program. This work will include development of a discussion paper on lighthouses.

Accomplishments

- The Department led an intergovernmental committee established to review the Federal Government's lighthouse divestiture program. Significant progress has been made in this review. This work will continue into 2005-2006.

(iv) Support the Historic Places Initiative (HPI):

- Undertake technology review to determine the best technology option for the register, with emphasis on integration of technology.
- Engage Nova Scotia Municipalities as full participants in HPI , including

providing basic training to those persons chosen to address heritage issues at the municipal level on understanding the *Heritage Property Act.*

- Implement the national register and facilitate the flow of information between the province, municipalities and Parks Canada.

Accomplishments

- Completed a technology review in early summer 2004. As a result of the review, a new web-enabled register was developed to house the the Nova Scotia Register of Historic Places. This exciting web site can be viewed at www.nshistoricplaces.ca.

- Provided training to staff from several municipalities including Digby, Truro, Annapolis Royal, Halifax Regional Municipality, and Shelburne, on how to draft statements of significance, the keystone source of information for inclusion on the Nova Scotia Register of Historic Places, as well as the National Register of Historic Places. In addition, general training sessions on the Historic Places Initiative were offered to all municipalities in February. Staff were pleased to be able to include representatives from Newfoundland, Prince Edward Island, and Nunuvik in the sessions, which addressed the HPI certification process, the proposed standards and guidelines for historic places, and information found on HPI listings.

- Designed and implemented a process to collect and review data to ensure appropriate Nova Scotia properties are included in the National Register of Historic Places. All the properties currently part of the Nova Scotia Historic Places Register were successfully uploaded to the National Register.

5. Financial Results

Following is a summary of budgeted amounts compared with actual results. An explanation of variances is also provided.

Department of Tourism, Culture and Heritage				
	Estimate 2003/04 (Per 2004/05 Estimates Book)	Forecast 2003/04 (Per 2004/05 Estimates Book)	Estimate 2004/05 (Per 2004/05 Estimates Book)	Actual 2004/05 (Per 2004/05 Estimates Book)
	$ Millions	$ Millions	$Millions	$Millions
Total Program Expenses - Gross Current	$46.1	$46.7	$47.8	$60.2
Net Program Expenses - Net of Recoveries	$40.8	$39.6	$41.1	$51.1
Tangible Capital Assets	$5.5	$4.4	$2.9	$2.8
Salaries and Benefits (Gross)	$12.8	$12.2	$12.7	$12.5
Funded Staff (FTEs) (Gross)	311.1	293.0	308.0	292.8
Funded Staff (FTEs) (Net)	300.1	282.7	300.1	277.8

Significant Variance Explanations 2004/05

Note 1: Total Program Expenses - Gross Current
- Additional $12.4 million for:
- $10.0 million investment in programs that promote Nova Scotia in key markets and assist in tourism initiatives, which was distributed to three program areas:
  - $6.3 million for marketing
  - $3.2 million for product development
  - $0.5 million for regional tourism initiatives
- $1.0 million for ACOA funded direct marketing campaign.
- $1.4 million due to accounting change in reporting related to recoveries.

Note 2: Net Program Expenses - Net of Recoveries

-An additional $10.0 million was approved for investment in programs that promote Nova Scotia in key markets and assist in tourism initiatives, which was distributed to three program areas:
- $6.3 million for marketing
- $3.2 million for product development
- $0.5 million for regional tourism initiatives.

Note 3: Funded Staff (FTEs) (Gross)
- Decrease of 15.2 due to normal staff turnover.

Note 4: Funded Staff (FTEs) (Net)
- Decrease of 22.3 due to normal staff turnover.

6. Performance Measures

Efforts have been made by the Department of Tourism, Culture and Heritage to redefine measures to ensure a more focussed and relevant approach in assessing and reporting results. These efforts have resulted in the addition of two measures presented in our Business Plans from the fiscal year 2004-2005 to 2005-2006.

Outcome	Measure	Status	Comment
Employees who contribute to the achievement of the Department's Business Plan priorities and functions	Percentage of employees who respond positively to the statement: "I know how my work contributes to the department's priorities and purpose."	Added	Measure the comprehensive engagement of employees in the year round business planning and accountability process. Provide effective internal communication regarding the Department's vision, mission and Business Plan priorities.
Relevant training and development in support of individual performance plans and the department's Business Plan	Percentage of employees who complete training and development relevant to their work and established in their performance plans	Added	Measures performance planning is conducted in accordance with the Government's accountability framework. Ensures that performance plans support the department's business plan. Ensures that the HR Strategy addresses training and development needs common across the department.

Since the most recent measures identified are considered best for accountability purposes, a summary of our progress related to the performance measures outlined in the 2005-2006 Business Plan is presented below:

Core Business Area: Economic Growth

Measure 1 - Tourism Revenues Generated from Tourism Marketing Campaign

Outcome Description: One of Tourism, Culture and Heritage's core business areas is Economic Growth of Nova Scotia's economy. A desired outcome within this core business area is to maintain a positive return on investment from the tourism marketing campaign.

What Does this Measure Tell Us? Tourism industry growth is marked by the measurement of marketing campaign generated tourism revenue generated from core and developing markets. This measure is calculated based upon standard tourism industry performance measurement indicators and the resulting statistical data it provides. In other words, the measure demonstrates the return on investment of each dollar invested by the province in tourism marketing.

Where Are We Now? The base year measure is taken from 2003/04 and is recorded at $136 million in marketing campaign generated revenue. The 2004 tourism marketing campaign generated results of $87 million in tourism revenues. Additional tourism revenues are generated by "anonymous" visitors who utilized novascotia.com, however these incremental revenues are difficult to quantify. The 2004 campaign revenues fell below 2003/2004 levels partly due to the increased challenges in tracking ad-generated revenues, fewer partnership opportunities at the federal level (resulting in less advertising in the market), and shifting visitation towards shorter lengths of stay.

Where Do We Want to Be in the Future? The 2005/2006 target has been set at $92 million, up 5% from 2004-2005 results. This higher target will be achieved through implementation of the Long-Term Marketing Plan and the 2005 Tourism Plan.

Measure 2 -Tourism Partnership Leveraging

Outcome Description: A new Performance Measure was identified in the Department's 2004-2005 Business Plan which calls for the measurement of "tourism partnership leveraging." A desired outcome within this core business area is to maintain the current level of tourism partnership leveraging.

What Does this Measure Tell Us? Tourism Partnership Leveraging identifies the amount of funds leveraged by every dollar of provincial investment in tourism partnership programs. The combined measure includes all partnership activity in product development, sales and partnerships, and marketing where third party funding is present. Tourism partnership leveraging is an indicator of program success in attracting investment from the private sector, communities, and other levels of government. Leveraging new investment is also critical in growing the funds available to develop, promote, and grow Nova Scotia's tourism industry.

Where Are We Now? In 2003/2004 (base year) each $1 in provincial tourism investment generated $1.42 in additional partnership funding. In 2004-2005, each $1 in provincial tourism investment generated $1.37 in additional partnership funding, as follows:

2004-2005 Tourism Partnership Leveraging:	
Product Development Leveraging	$5.69 per $1 provincial investment
Sales & Partnerships Leveraging	$2.91 per $1 provincial investment
Marketing Leveraging	$0.53 per $1 provincial investment
Total Overall Leveraging	$1.37 per $1 provincial investment

While tourism partnership leveraging activity fell slightly below 2003/2004 levels, this indicator is impacted by the availability of strategic investment opportunities aligned with the annual Tourism Plan. Leveraging funds from other organizations is but one of the factors impacting investment decisions.

Where Do We Want To Be? The target for 2005/2006, as set out in the 2005/2006 Business Plan, is $1.42 for every dollar of provincial investment based on 2003/2004 results. The objective is to generally maintain the 2003/2004 level of partnership activity with industry in support of the 2005 Tourism Plan.

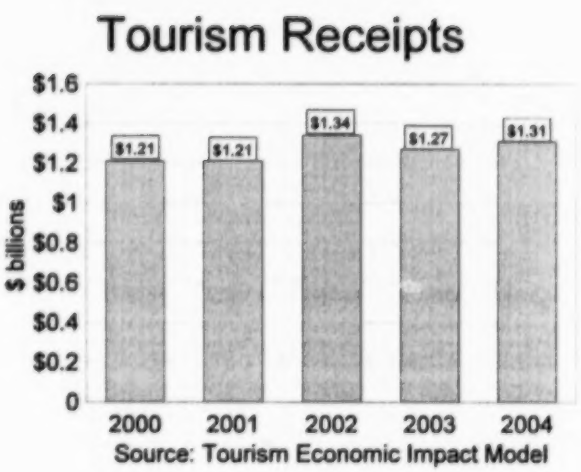
Measure 3 - Total Provincial Tourism Revenues

Outcome Description: As stated above, one of Tourism, Culture and Heritage's core business areas is economic growth. Growth in the industry is measured by estimating total provincial tourism revenues or "tourism receipts" (visitor spending).

What Does the Measure Tell Us? Tourism receipts illustrates consumer spending on tourism 'related' sectors of the economy. As we attract more visitors to the province and captivate them to stay longer, more money is spent on various sectors of the industry, such as accommodations, attractions, restaurants, other services, and retail. Tourism receipts are influenced by many factors including visitation statistics, accommodation statistics, where visitors come from, and how long they stay here. Each of these are influenced by the combined efforts of the department and industry through the Tourism Partnership Council with marketing, product development, sales and partnerships, and visitor services initiatives.

Tourism spending benefits almost all sectors of the Nova Scotia economy. Since this spending generates tax revenues for municipal and provincial governments, it also helps to support and maintain our essential services like health care, education, and police services.

Where Are We Now? 2004 provincial tourism revenues totaled $1.31 billion, a 3% increase over 2003 levels. (See chart.) While non-resident visitation grew by 5%, accommodation room-nights sold decreased 3%. This can be explained in part by changes in trip characteristics (i.e., shorter length of stay by visitors, fewer in-province trips taken by Nova Scotians), a trend evidenced regionally as well as globally. Poor weather and the Parks Canada labour dispute may also have played a role. However, Nova Scotia performed relatively well overall with stable visitation and overall tourism activity.



In 2004, $1.31 billion spending in the tourism industry in Nova Scotia generated 33,900 direct and indirect jobs, $514 million in direct and indirect wages and salaries, and $122 in provincial and municipal taxes.

Where Do We Want to Be in the Future? Our joint industry-government vision, established in 2002, is to double tourism revenues by 2012. Our target for this measure is to increase tourism receipts by 3% to $1.35 Billion in 2005 through implementation of the 2005 Tourism Plan in concert with industry.

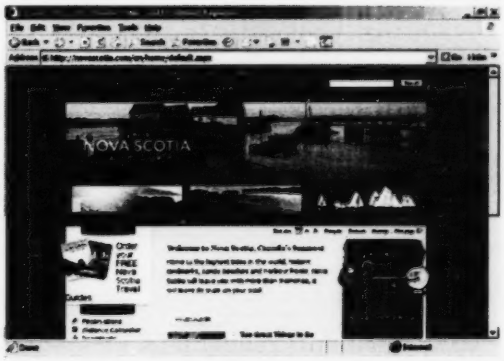
In addition to the measure of provincial tourism revenues, the following industry performance measures are reported monthly/seasonally to the tourism industry and many are also published regularly in *Tourism Insights* and online at www.gov.ns.ca/dtc:

- Advertising Generated Inquiries - All advertising is tracked to source inquiries generated by geographic market, as well as type of literature requested, which indicates level of interest in Nova Scotia as a vacation destination and specific product interests or reasons for traveling to Nova Scotia.
- NovaScotia.com - The tracking of visitation levels (web site visits) and tourism information downloads from the provincial tourism web site.
- Check In Reservations - Accommodation booking activity and inquiries generated via Nova Scotia's Check In information and reservation service is tracked to provide an indication of travel intention and anticipated room night demand.
- Accommodation Activity - Occupancy rates and room-nights sold are tracked through reports submitted by all licensed fixed-roof accommodation properties in the province.
- Visitor Entries - Tracking the number of overnight, non-resident visitors by counting the number of vehicles, motorcoaches, recreational vehicles, cruise ships

and air passengers coming into the province. More specifically, motorcoach activity is measured through the number of room-nights sold to motorcoach tours in Nova Scotia. Cruise ship passenger visits are defined by the number of passenger visits by cruise ships to the ports of Halifax, Sydney, Louisbourg and Baddeck. Visitation by air is defined as the number of non-Nova Scotians embarking at the Halifax International Airport.

- Provincial Museum Attendance - Visitor attendance figures are reported monthly for the family of 27 provincial museums operated by the Nova Scotia Museum.
- National Park Historic Site Attendance - Attendance figures are reported for the number of person-visits to Kejimkujik National Park and Halifax Citadel National Historic Site; however, for Cape Breton Highlands National Park and Fortress Louisbourg and Alexander Graham Bell National Historic sites, paid admissions are reported.
- Golf Activity - Public green fee rounds at specific golf courses are reported.
- Visitor Information Centre Activity - This tracks the total number of visitors counselled at all provincial VICs.

Measure 4 - Novascotia.com Website Visits



Outcome Description: The measure of "website visits" to Nova Scotia's tourism website www.Novascotia.com was introduced in the Department's 2004-2005 Business Plan. The new measure replaces the former performance measure of on-line *inquiries* (requests for printed tourism literature) in response to increasing visitor use of the Internet for on-line tourism information.

What Does this Measure Tell Us? The number of website visits is an indicator of the success of tourism marketing campaigns in generating visitation to Novascotia.com for tourism information. In turn, website visitation is an indicator of potential tourism visitation and economic growth to the Province.

Where Are We Now? The base year measure is taken from 2003, where website visits measured 2.1 million visits. In 2004, website visits totalled 2.4 million, up 15% over 2003 levels.

Where Do We Want To Be? The 2005 target for website visits has been set at 2.5 million visits, a 4% increase over 2004 levels.

Measure 5 - Value of Exported Cultural Products

New results are pending from Statistics Canada for 2004-05. Results are anticipated in March 2006.

The following outlines our ability to measure to date.

Outcome Description:

Research tells us that strong export activity helped counteract the slower growth in the domestic market during the 1990s and it will be vital to the continued success of the culture sector. The measure of this outcome is provided by the International Trade Division of Statistics Canada. It tracks annual domestic exports and retained imports of the culture goods trade for Canada as well as Nova Scotia.

What Does this Measure Tell Us?

An increase in the value of exported cultural products is an indication of the success of the culture sector in developing international markets. However, it does not quantify the inroads made into foreign markets that have not yet resulted in sales, including extensive research, relationship building and product development for market readiness.

The development and sustainability of the culture sector workforce in Nova Scotia during the 1990s relied, in part, on the exploitation of the international marketplace. Therefore, healthy export sales can also give us an indication of the vitality of the culture sector as a whole.

Where Are We Now?

Between the years 1996 and 2002, the annual rate of export growth ranged anywhere from -7.3% to 68.4% and we can anticipate these annual fluctuations to continue. The last year for which we have figures is 2002 when the total value of culture goods trade for Nova Scotia was just over $9 million, which represented a 68.4% annual increase.

Where Do We Want To Be?

Due to the annual fluctuations in the value of exported culture goods, we set a performance target of 13.8% annual growth which was the average annual growth rate between 1996 and 2002. As noted above, achieving export sales is a long-term process of market and product development, which we continue to support through investment in the culture sector.

Core Business Area: Stewardship

Measure 6 - Resident Attendance At Nova Scotia Museum Sites

Outcome Description:

The Nova Scotia Museum, under the *Nova Scotia Museum Act*, is mandated with informing Nova Scotians about their natural and cultural heritage. The Museum addresses this in a number of ways, including providing school programs, hosting community workshops, and developing and presenting exhibits that are uniquely Nova Scotian.

What Does This Measure Tell Us?:
A variance in resident attendance ideally indicates whether the programs and exhibits presented by the Nova Scotia Museum are relevant to Nova Scotians, and if the Museum has been successful in engaging Nova Scotians in learning about their heritage.

Where Are We Now?:
Total 2004-05 Nova Scotia Museum site attendance was 627,557. This represents a 10.8% increase over 2003-04. Resident attendance at Nova Scotia Museum sites was reported at 201,575. This represents 32% of the total attendance. This number is significantly less than the 78% that was reported in 2003-04, the first year for the measure. This is attributed to a refinement in reporting, identifying visitors by several categories, including in-province, out-of-province, and unknown.

Where Do We Want To Be?:
Given the Nova Scotia Museum expects to increase overall attendance by 2%, the target for resident attendance is to also increase by 2%. This will be achieved by presenting museum experiences that encourage Nova Scotians to connect with their heritage.

Measure 7 - Out of Province Attendance at Nova Scotia Museum Sites

Outcome Description:
The Nova Scotia Museum family is made up of 27 museums located across the province. The Museum family is the key means used to provide an opportunity for learning about our rich natural and cultural heritage to Nova Scotians and visitors alike. By offering a broad range of programs and collections that tell our stories, the Museum helps us to understand who we were, who we are, and who we becoming. To be able to accomplish this, the Museum must be able to attract visitors to its various sites.

What Does This Measure Tell Us?:
A variance in the number of visitors to the Nova Scotia Museum Family is ideally a measure of both the impact of programs and museum experiences, and the ability of the Museum to engage Nova Scotians and visitors in Nova Scotia heritage. The Museum attracts a wide scope of visitors, including school children, scientists, social historians, and casual visitors.

Where Are We Now?:
Total 2004-05 Nova Scotia Museum site attendance was 627,557. This represents a 10.8% increase over 2003-04. The Nova Scotia Museum family reported 209,869 out of province visitors in 2004-05. This represents an increase of 56.9% in out of province visitation numbers. This increase is attributed to a number of factors, including refinement of visitation reporting, the presentation of block-buster March Break exhibits, the inclusion of le Village historique acadian visitation numbers for the first time, and the influx of visitors for the Congres Mondial Acadian.

Where Do We Want To Be?:
Our target is to increase overall Nova Scotia Museum attendance by 2%, therefore, out-of-province visitation is expected to increase by 2% . Events such as significant increases in fuel

prices and the loss of the Scotia Prince ferry are expected to negatively impacted visitation. In the face of these challenges, the Museum continues to strive to provide innovative programming that is relevant to Nova Scotians and visitors alike, and will be active in the development of the provincial heritage strategy.

Measure 8 - Nova Scotia Archives and Records Management Web Site Visits

Outcome Description:
The institutional website (www.gov.ns.ca/nsarm) is NSARM's most effective outreach tool. It has been designed to expand public access to and encourage non-traditional use of Nova Scotia's archival resources through the increased availability and utility of online informational content and services, especially those delivered via virtual exhibits, searchable databases and digitized holdings. Educational products and genealogical research tools are an integral component of the website's strategy to engage Nova Scotians and other interested online visitors in an awareness of and participation in the province's rich archival heritage and the discovery of their roots.

What Does this Measure Tell Us?
A consistent increase in the number of website visitors indicates appropriate selection and design of online products, effective consultation with partners, stakeholders and clients, as well as successful promotional and marketing strategies. Comparison with statistics for onsite visitation confirms a continuing shift away from traditional practices to a new reliance on distant access and the web-based experience, including advance preparation for actual onsite research activities. Analysis of website traffic from outside Nova Scotia also provides information on the volume and specificity of non-Nova Scotian interest in the province's archival heritage.

Where Are We Now?
A total of 250,000 online visitors accessed the NSARM website during 2002/03 and 406,000 in 2003/04. In 2004/05 this figure rose to 780,000, an increase of 92% over 2003/04.

Where Do We Want To Be?
NSARM has targeted 850,000 website visitors for 2005/06 and 2,000,000 website visitors for 2006/07. These targets are based on the anticipated response to new website products under development and being planned, particularly the Vital Statistics Online Access Site to be launched on 31 March 2006. Continuing to systematically expand online products, coupled with a corresponding increase in website visits, will enable NSARM to take advantage of emerging e-business opportunities to better serve the public and generate more revenue to support core functions.

Measure 9 - Museum Web Site Visits

Outcome Description:
As the world changes, so too have the ways in which Nova Scotians experience their world, including their heritage. The world-wide-web has become a key vehicle for reaching Nova Scotians, national, and international audiences.

What Does This Measure Tell Us?:
A variance in web site visits will tell us if we are successfully using electronic communication technology to engage virtual visitors in a Museum experience. As our definition of who constitutes a museum visitor shifts to include virtual visitors, this becomes an important factor in tracking overall Museum attendance.

Where Are We Now?:
2004-05 is the first year in which this measure is being reported. 2,799,008 web visits were made to Nova Scotia Museum web pages. This number reflects actual visits, versus "hits" to the sites.

Where Do We Want To Be?:
It is difficult to predict web visits based on one year of statistics. The Museum hopes to increase web visits by 5%, but anticipates that it will take several years before an actual visitation trend is identified and more accurate predictions estimated.

Measure 10 - Nova Scotia Participation in Cultural Activities and Events

New results are pending from Statistics Canada for 2004-05. Results are anticipated in March 2006. The following outlines our ability to measure to date.

Outcome Description:
Statistics Canada tracks the annual participation of Canadians in culture activities and events through the General Social Survey, which provides us the average participation rates for Canada and Nova Scotia. Participation can be through attendance at a cultural event as a spectator or participation in any number of cultural activities. Participation rates are also provided by age and income and can be viewed by specific activities or artistic disciplines.

What Does this Measure Tell Us?
The measure of participation can tell us various things, including the success of the culture sector in engaging the public and the percentage of the population who are accruing benefit from personal participation in cultural activities. In viewing the rates by age we can interpret the future audience potential since current participation of youth may predict future trends. In viewing rates by income it is interesting to note that participation rates increase by income, and despite a gap between provincial and national average wages, Nova Scotians have higher rates of participation. Overall the participation rate may tell us the relative importance of the culture sector to Nova Scotians.

Where Are We Now?
The overall participation rate in culture activities and events declined 3.7% in Nova Scotia between 1992 and 1998, compared to a 5.3% drop at the national level. The average participation rate in 1998 was 31%.

Where Do We Want To Be?
Given the downward trend in participation rates nationally, the target is to maintain the rate of

31%. We support the participation of Nova Scotians in cultural activities and events through continued investment in cultural activities, cultural organizations, facilities and professional artists.

Core Business Area: Governance / Accountability

Measure 11 - Rate of Compliance with Corporate Records Management Policy

Outcome Description:
The government wide Records Management Policy was approved by Treasury and Policy Board on February 26, 2003 and implemented in the 2003/04 fiscal year. The Policy is designed and structured to be consistent with and contribute to more effective, open and accountable government; to support and link to TPB strategic goals; to place the corporate records management program solidly within the government policy framework; and to apply to and support new initiatives and approaches. NSARM contributes to the advancement of the policy through the provision of advisory and consulting services and particularly through the provision of direct assistance and measurement of policy compliance, by supporting the application of technology to records management functions and by identifying and resolving barriers to the transfer of archival records by targeted departments.

What Does this Measure Tell Us?
The rate of compliance with the Policy provides a reasonable measurement of the nature and quality of records management across government.

Where Are We Now?
Comprehensive assessments and development plans have been completed in the majority of core departments, with the remainder scheduled to be completed by June 2005. An interim report identifying key issues and findings has been submitted to the Minister of Tourism, Culture and Heritage, and planning is completed for the 2005/06 implementation period. Preliminary measurements have yielded lower than expected compliance rates. Compliance targets have been revised to reflect the need to improve fundamental program elements in selected departments and to raise awareness of, and support for, improved records management across government.

Where Do We Want To Be?
The average compliance rate across measured departments at the end of 2004/05 was 55%; a reasonable and responsible compliance rate target for 2005/06 is 65%. This will be achieved through a variety of approaches including the provision of targeted assistance to select departments, greater assistance with the use of records management software and undertaking a comprehensive government-wide planning effort to identify needed resources and effective strategies for accelerating the pace of policy compliance within core departments.

7. Supplementary Information and Appendices

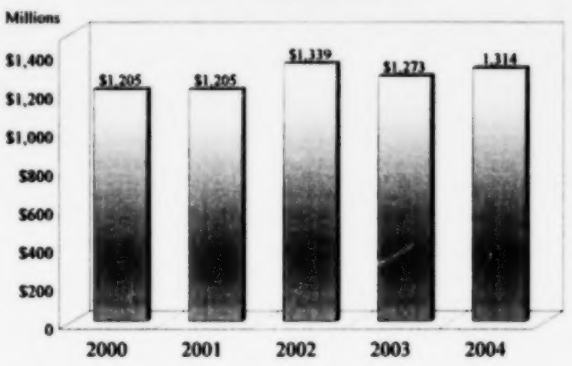
Nova Scotia 2004 Tourism Industry Facts

How important is tourism?

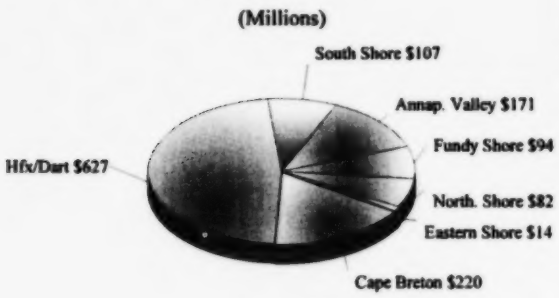
In 2004, tourism was a $1.31 billion industry for Nova Scotia. The province's tourism industry revenues increased 3% from 2003. Tens of thousands of Nova Scotian jobs depend on tourism activity. In 2004, the tourism industry in Nova Scotia generated:

- ***$1.31 billion in direct revenues with 63% or $826 million from non-resident visitors to Nova Scotia***
- ***33,900 direct and indirect jobs***
- ***$514 million in direct and indirect wages and salaries***
- ***$122 million in provincial and municipal taxes***

Tourism Revenues
Nova Scotia, 2000-2004



Tourism Revenues by Region
Nova Scotia, 2004



$1.31 Billion Tourism Revenues

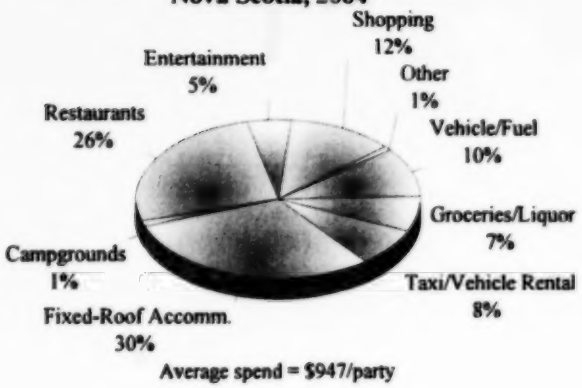
How are revenues shared among the regions?

Both the urban and rural areas of the province benefit from tourism generated revenues. Breaking out the distribution of revenues by region: Halifax/Dartmouth receives 48%, Cape Breton 17%, Annapolis Valley 13%, South Shore 8%, Northumberland Shore 6%, Fundy Shore 7% and the Eastern Shore 1%.

What businesses benefit from tourism?

Spending by tourists in Nova Scotia benefits almost all sectors of the Nova Scotia economy. Since this spending generates tax revenues for the municipal and provincial governments, it also helps to support and maintain our essential services like health care, education, police services, and snow removal.

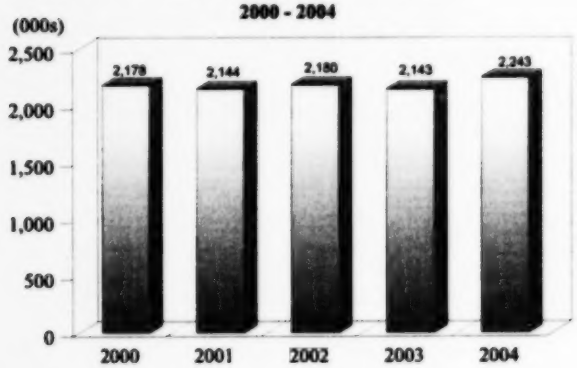
Non-Resident Expenditures by Type
Nova Scotia, 2004



Average spend = $947/party

Source: 2004 Nova Scotia Visitor Exit Survey

Total Visitation to Nova Scotia
2000 - 2004



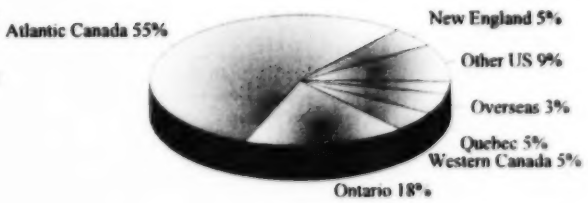
How many people choose Nova Scotia as a travel destination?

For January to the end of December 2004, overnight, non-resident visitation to Nova Scotia totalled 2.24 million people. In addition to visitors from outside the province, Nova Scotians make almost six million trips within the province annually, providing significant benefits for the industry.

Visitation by Region of Origin
Nova Scotia, 2004

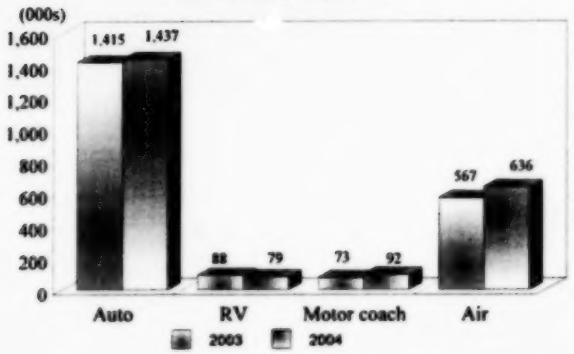
Who visits Nova Scotia?

The majority of non-resident visitors to Nova Scotia come from other areas of Atlantic Canada (55%). Visitors from Ontario comprise another 18% and other parts of Canada 10% (Quebec 5% and Western Canada 5%). The US and overseas visitors also make a significant contribution. In 2004, 14% of our visitors came from the United States, while 3% came from other international markets.



2.24 Million Person Visits

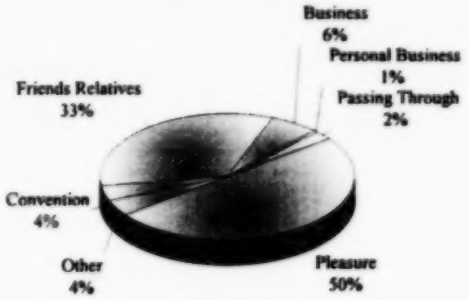
Visitation by Mode of Travel
Nova Scotia, 2003 - 2004



How do they get here?

Almost three quarters (72%) of Nova Scotia's visitors travel by motor vehicle, via road and ferry. Specifically, 64% arrive by car, 4% by recreational vehicle, and 4% by motor coach. Just over a quarter of all visitors (28%) arrive by air plane.

Why People from Outside Atlantic Canada Visit Nova Scotia

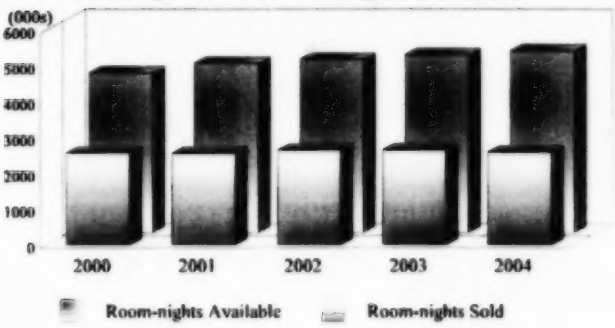


Source: 2004 Nova Scotia Visitor Exit Survey

What attracts people to Nova Scotia?

People from outside Atlantic Canada visit Nova Scotia for many reasons: to take a vacation and enjoy the natural beauty that Nova Scotia offers, to visit friends and relatives, to conduct business, attend conventions, and to take care of personal business. General pleasure (50%) was the number one reason given for coming to NS, and the second most common purpose was to visit friends and relatives (33%).

Nova Scotia Fixed-Roof Accommodation
Room-nights Available vs Room-nights Sold, 2000-2004



Accommodation activity

Overall, the number of room-nights sold increased by 1%, while the number of room-nights available in the province grew 13% between 2000 and 2004

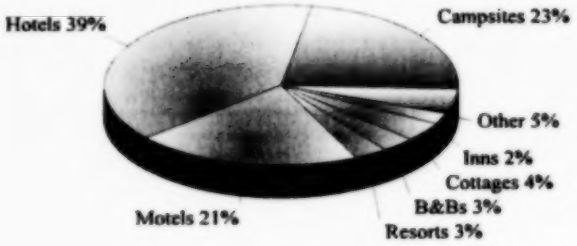
.

Where do they stay?

Nova Scotia offers a variety of accommodations to our visitors. Motels, hotels, and campsites represent the most commonly used accommodation types.

Room/Site-Nights Sold by Type

Nova Scotia, 2004



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